



THE SCIENCE OF CARE

Our research shows the secret
in the war for talent is care.

**Learn more about how to
put this into action at your
organization.**

limeade®



SHIFTING POWER IN THE WORKPLACE

THE EMERGENCE OF THE EMPLOYEE EXPERIENCE

Power in the workplace used to rest firmly with the employer. But the world has changed, and work has evolved — and continues to evolve. Today, employees have more power than ever before, and employers are starting to focus on their employee experience. And to create a great experience, companies must demonstrate care.

Key trends and drivers:

- Unemployment rate at historic low¹
- Social platforms have driven workplace transparency to all-time highs
- Growth of professional social networks means it is easier for talent to move around or get recruited away

What got companies here (what they have achieved up until now) won't get them there (where they want to go in the future). Whether that is attracting talent, becoming a great place to work, improving engagement or reducing turnover — or all of the above. A great employee experience depends on an organization's support every step of the way, and care is the key.

¹ Bureau of Labor Statistics, July 2019



THE RESEARCH

Extensive research shows that care drives commitment, increases engagement, enhances well-being, improves performance and more. Knowing this, the Limeade Institute set out to further define care's relationship with the important people metrics that enhance business results.

CARE IS RELATED TO WELL-BEING, ENGAGEMENT AND INCLUSION

The research showed that **when employees feel their organization cares:**

94%

say they have well-being in their life (compared to 52% of those who don't feel care)

94%

say they feel personally engaged in their work (compared to 43% of those who don't feel care)

95%

say they feel included in their organization (compared to 14% of those who don't feel care)

CARE IS RELATED TO LOWER STRESS AND BURNOUT

The research showed that **when employees feel their organization cares:**

50%

say their stress is manageable (compared to 14% of those who don't feel care)

56%

say they don't feel burned out (compared to 16% of those who don't feel care)

CARE IS RELATED TO INTENT TO STAY AND LIKELIHOOD TO RECOMMEND

The research showed that **when employees feel their organization cares:**

60%

say they intend to stay at their organization for 3+ years (compared to 7% of those who don't feel care)

91%

say they they're likely to recommend their organization as a great place to work (compared to 9% of those who don't feel care)

OPERATIONALIZING CARE

To compete in the modern workplace, organizations need to demonstrate that they care about employees and build a caring culture. Based on these findings and our own research, we have developed a care framework for organizations, described below as **the elements of care**.

Using this lens, the Limeade Institute further examined the outcomes of the specific drivers of care. When respondents related positively to an element, they were more likely to also feel their organization cares.



Drawing from existing academic findings and Limeade Institute research, each element represents an employee need and each row indicates the broad hierarchy of those needs.

The elements represent everything from the most basic needs to the more elevated, long-term employee needs, and can evolve as the world of work continues to change.

CARE IN ACTION

Demonstrating care takes dedication and action at every level. It requires understanding the elements that go into how employees understand and experience organizational care.

LEVEL 1

Meeting basic needs

- **Safety & Security** — Develop family-supportive work practices to demonstrate support for a balanced work-family life.
- **Dignity & Respect** — Ensure supervisors and coworkers build mutual trust and respect.
- **Fairness & Trust** — Improve employees' perceptions of fairness by ensuring policies, procedures, communication systems and reward systems are clear, fair and equitable.
- **Meaningful Work** — Allow employees with autonomy in their work to increase perceptions of meaningfulness.



LEVEL 2

Supporting unique needs

- **Whole Person** — Foster inclusion so that employees feel they can bring their full selves to work.
- **Listen & Connect** — Utilize transparent communication to foster trust and perceptions of fairness, watch for signs employees are distressed and offer to remove obstacles where possible.
- **Recognize & Act** — Recognize employee contributions regularly and utilize praise.
- **Grow** — Support employees as they work toward fulfilling careers. Put effort into discovering and nurturing employees' unique learning and developmental needs.

LEVEL 3

Supporting ongoing development and impact

- **Finding Purpose** — Managers can ensure employees understand the mission, vision and values of the organization, which helps them see how their efforts contribute to the company's overall success.
- **A Better World** — Offer company-sponsored volunteer activities and opportunities to provide additional ways for employees to find meaning and purpose within and beyond the workplace. Additionally, employees are increasingly wanting their employers to take a stand on societal issues.



CARE AND THE FUTURE OF WORK

The better future of work, the one in which employees feel supported, valued and recognized for their potential, is here. And it's only becoming more entangled with candidate expectations and employee perceptions. Today, the old ways of operating aren't enough. Employees need more: they need purpose, meaning and the feeling of potential. This is what company care is all about.

At Limeade, we're committed to bringing this future to life, through everything from our technology features to our science-backed perspectives. The Science of Care research from the Limeade Institute makes one thing clear: care is more than a perk; it drives the outcomes that matter to employers and people.

Research note: Includes insights from existing academic literature on organizational care, and Limeade Institute research on the impact of caring.

The Limeade Institute examined perceptions of care among a sample of 354 individuals.

Contributors: Kelly M. Hamilton, M.S., Reetu Sandhu, PhD and Laura Hamill, PhD

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Limeade is a software company that elevates the employee experience and helps build great places to work.

Limeade ONE brings together employee well-being, engagement, inclusion and communications solutions in a mobile-first experience. Recognized for its own award-winning culture, Limeade helps every employee know their company cares.

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